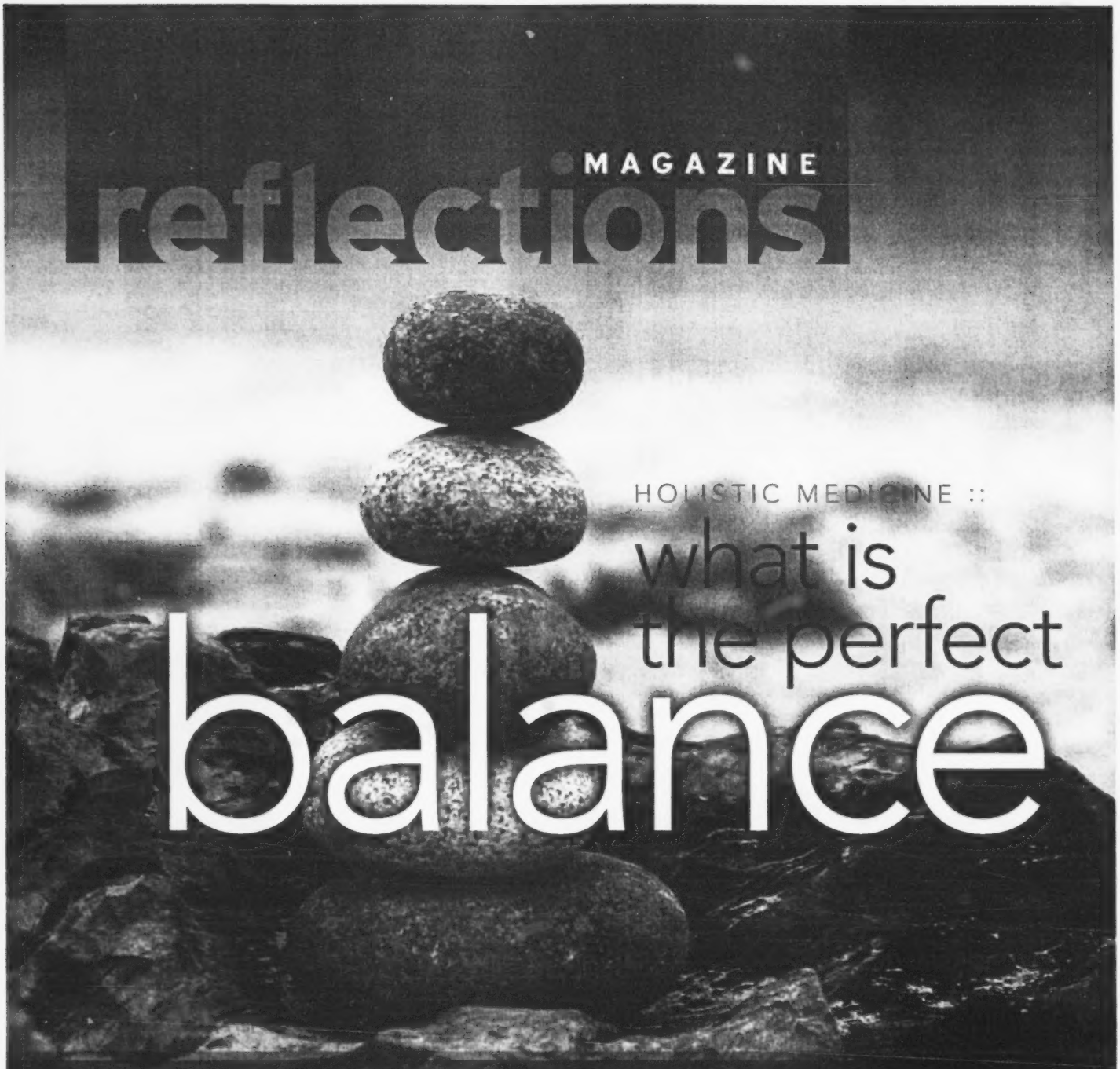

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HOLISTIC MEDICINE ::

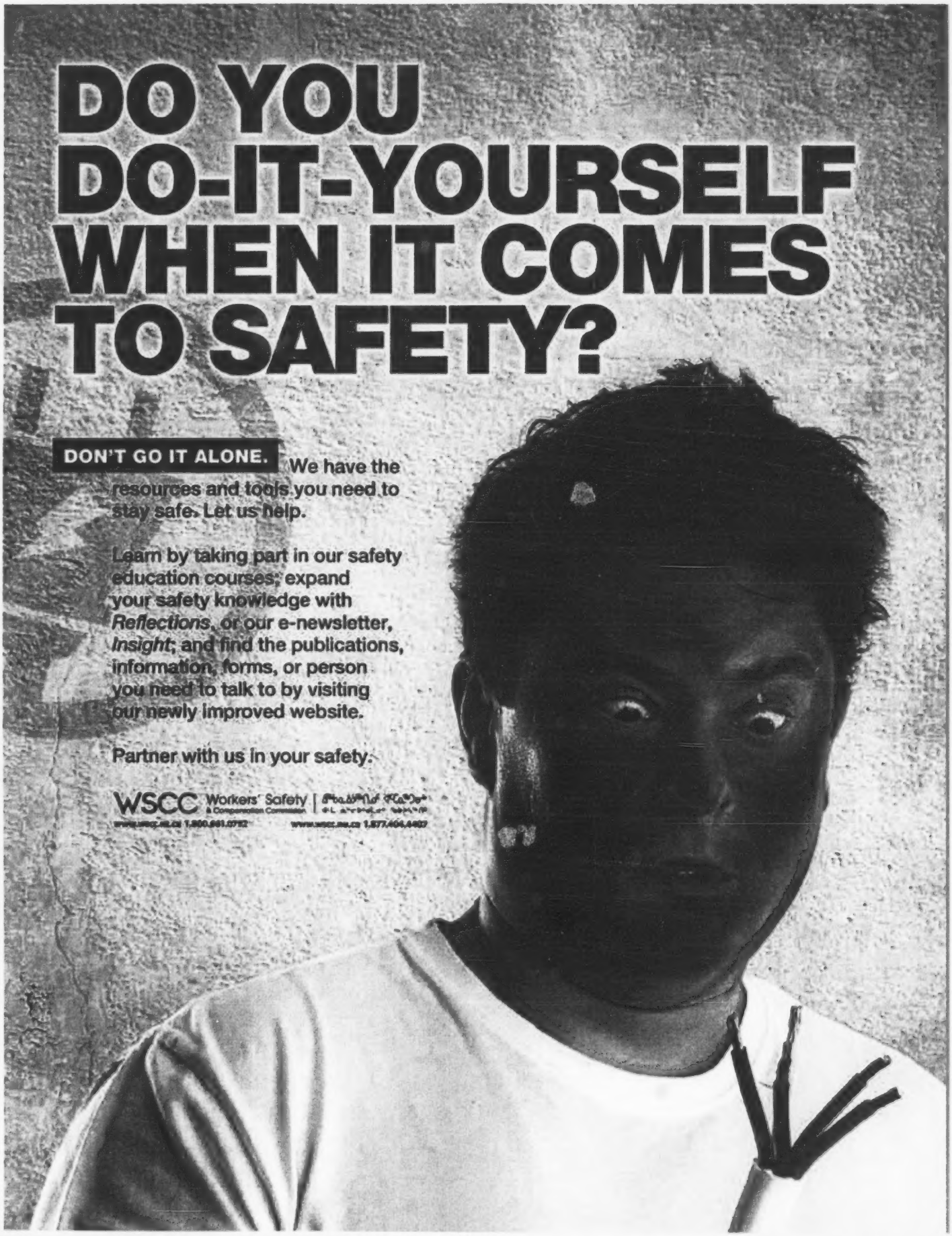
what is the perfect balance

Under Pressure 10
Although some amount of stress is normal, when it occurs in amounts you cannot handle it negatively affects how you think, act and react.

On The Road 24
You don't have to look far to see examples of workers whose primary workplace is a vehicle.

reflecting on **safe workplace practices** across the north

Spring 2010
WSCC


DO YOU DO-IT-YOURSELF WHEN IT COMES TO SAFETY?
DON'T GO IT ALONE.
We have the resources and tools you need to stay safe. Let us help.
Learn by taking part in our safety education courses; expand your safety knowledge with *Reflections*, or our e-newsletter, *Insight*; and find the publications, information, forms, or person you need to talk to by visiting our newly improved website.
Partner with us in your safety.
WSCC Workers' Safety & Compensation Commission

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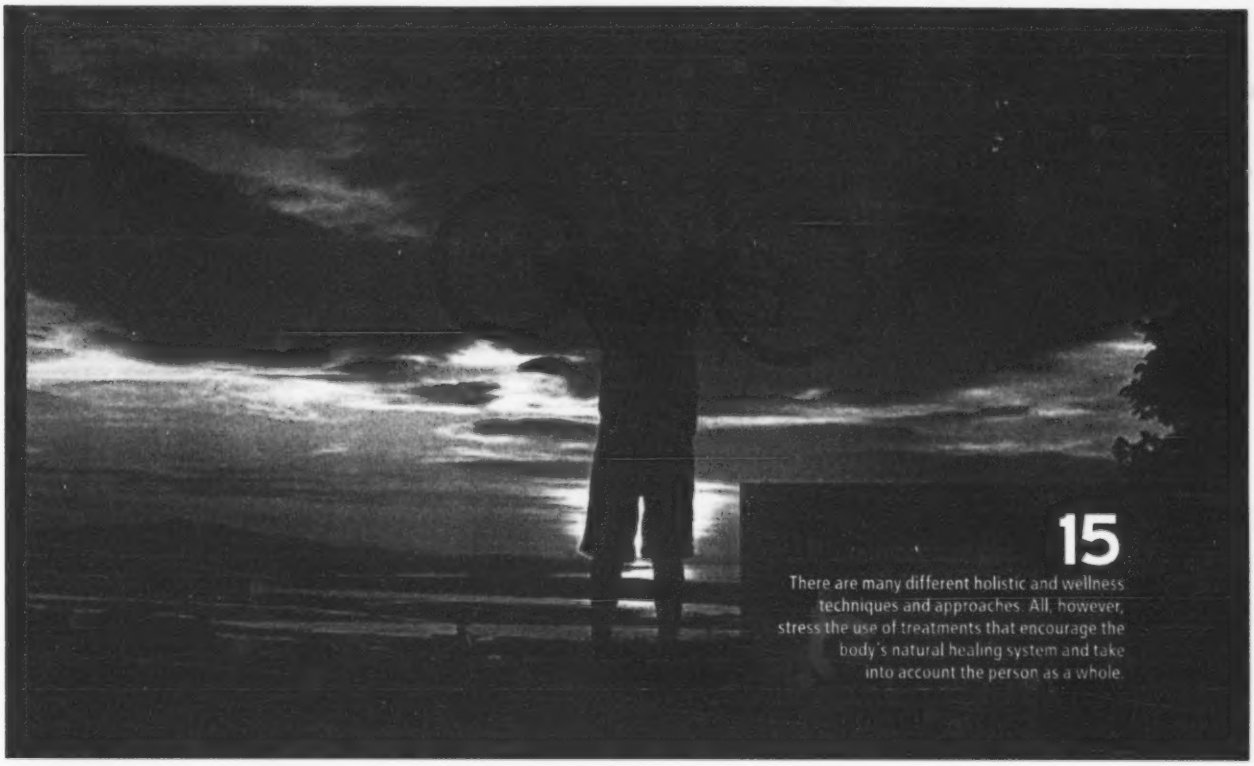

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There are many different holistic and wellness techniques and approaches. All, however, stress the use of treatments that encourage the body's natural healing system and take into account the person as a whole.

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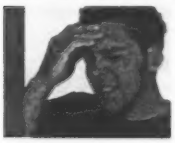
Our Mission is to promote workplace safety and care for injured workers.



Under Pressure | 10

Although some amount of stress is normal, when it occurs in amounts you cannot handle it negatively affects how you think, act and react. This means if your employees feel stressed it can have a huge impact on the safety of your workplace.

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Dowland is a company committed to upholding the highest standards in health and safety for all employees, whether they are employed directly by the company or as a contractor.

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You don't have to look far to see examples of workers whose primary workplace is a vehicle: courier and delivery drivers, short and long-haul truckers, and territorial and municipal workers are just a few.

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President's Letter

Photo courtesy of Ryerson Clark

What makes a workplace safe? There is not a right or wrong answer to this question. For some a safe workplace means having proper training or equipment maintenance, for others it's having safety meetings, and new employee orientation.

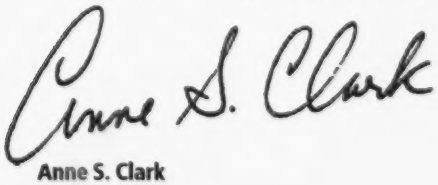
Here at the Workers' Safety and Compensation Commission (WSCC), we believe workplace safety is a culture. A safe workplace embraces safety from the top down and the bottom up. It has the tools and resources in place for support. A safe workplace is proactive and has a dedicated workforce where everyone leads by example.

We know safety is a commitment, a choice. Here in the North our workplaces face many challenges: extreme weather conditions and landscape, high employee turnover, and access to equipment, training, and medical facilities. When faced with these challenges, safety is not always the easiest choice. But, it is the right choice.

Our services and programs can support you in your safety efforts. We are committed to work with you to build workplace safety cultures, to make the right choices for your workplace and employees.

Reflections is one of many tools we use to reach stakeholders. Within these pages, you will find information on a northern employer who walks the safety talk, the affects of stress on workplace safety, holistic medicine, and vehicle safety on the job. Plus more on best practices and WSCC services.

We look forward to continuing to improve our tools and resources to help support your efforts to build strong and safe workplaces in the North. Let's continue to make the right choice for safety.



Anne S. Clark
President & CEO

Governance Council

Bill Aho
Chairperson

Bill Aho of Yellowknife was appointed as Chairperson of the Governance Council on May 14, 2009 for a one-year term. Mr. Aho was reappointed for a three-year term on March 26, 2010. Mr. Aho served as an employer representative since 2004. During this time, he held positions as Vice-Chairperson of the Council and Vice-Chairperson of the Audit Committee.

J.B. (Ben) McDonald
Director, Labour Representative

J.B. (Ben) McDonald of Yellowknife was appointed to the Governance Council as a Labour Representative effective April 1, 2008, for a three-year term.

John Vander Velde
Director, Labour Representative

John Vander Velde of Iqaluit was appointed to the Governance Council as a Labour Representative effective September 1, 2008, for a three-year term. Mr. Vander Velde is the Vice Chairperson of the Governance Council.

Karin McDonald
Director, Employer Representative

Karin McDonald of Inuvik was appointed to the Governance Council as an Employer Representative on October 15, 2004, for a three-year term. In October 2007, Ms. McDonald was reappointed for a two-year term and again for a one-year term on October 15, 2009.

Fred Koe
Director, Public Interest Representative

Fred Koe of Yellowknife was appointed to the Governance Council as a Public Interest Representative on February 1, 2007, for a three-year term. Mr. Koe was reappointed on February 1, 2010, for a three-year term. Mr. Koe is the Chair of the Audit Committee.

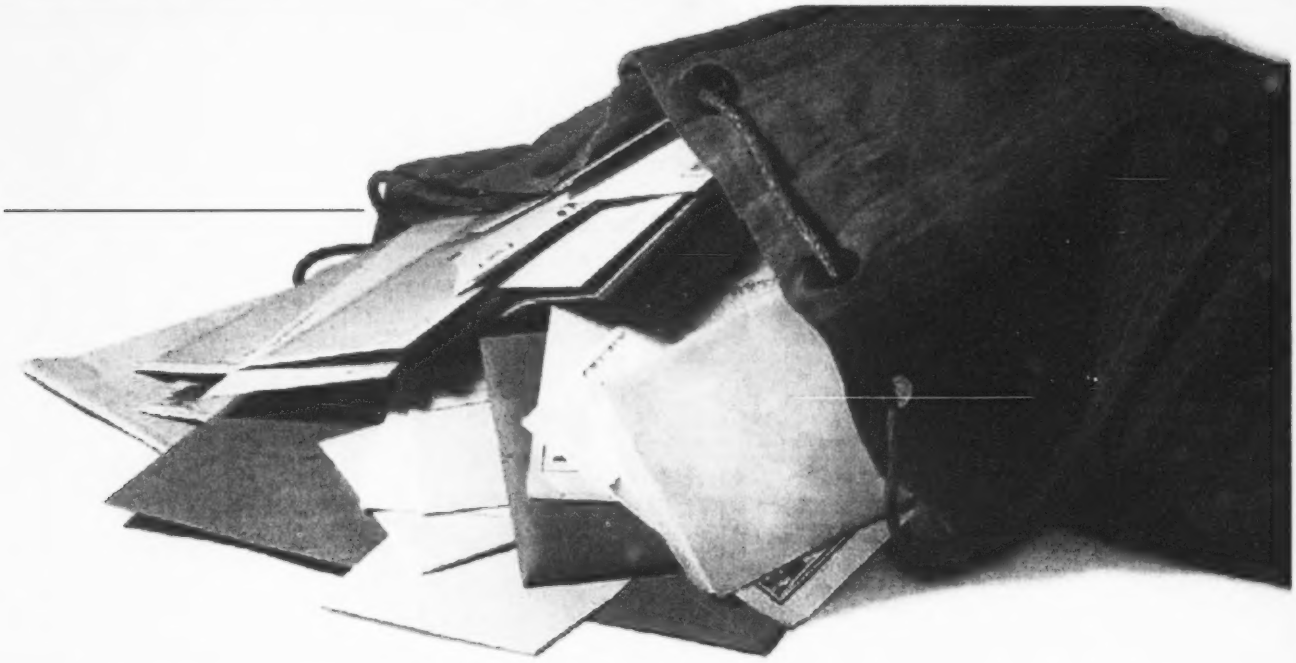
Lynda Gunn
Director, Public Interest Representative

Lynda Gunn of Iqaluit was appointed to the Governance Council as a Public Interest Representative effective April 1, 2009, for a three-year term.

Doug Witty
Director, Employer Representative

Doug Witty of Yellowknife was appointed to the Governance Council as an Employer Representative on September 1, 2009, for a three-year term. Mr. Witty is the Vice Chairperson of the Audit Committee.

For more information on any of our Governance Council members please visit our website at **www.wscc.nt.ca** *or* **www.wscc.nu.ca**.



Did We Deliver?

We want to hear from you – good or bad. Let us know what you think.

The Mission of the Workers' Safety and Compensation Commission of the Northwest Territories and Nunavut (WSCC) is clear – promote workplace safety and care for injured workers. *Reflections* plays a big part in getting the job done.

We want to hear from you – good or bad. If *Reflections* inspires you, encourages you, gives you insight into how the WSCC works, or just gets you thinking about the importance of safety in the workplace, please let us know.

Send your comments and/or questions to:

reflections MAGAZINE

Box 8888, Yellowknife, NT X1A 2R3

Or send us an email at:
reflections@wscc.nt.ca

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F. 867.678.2302

Prevention Services
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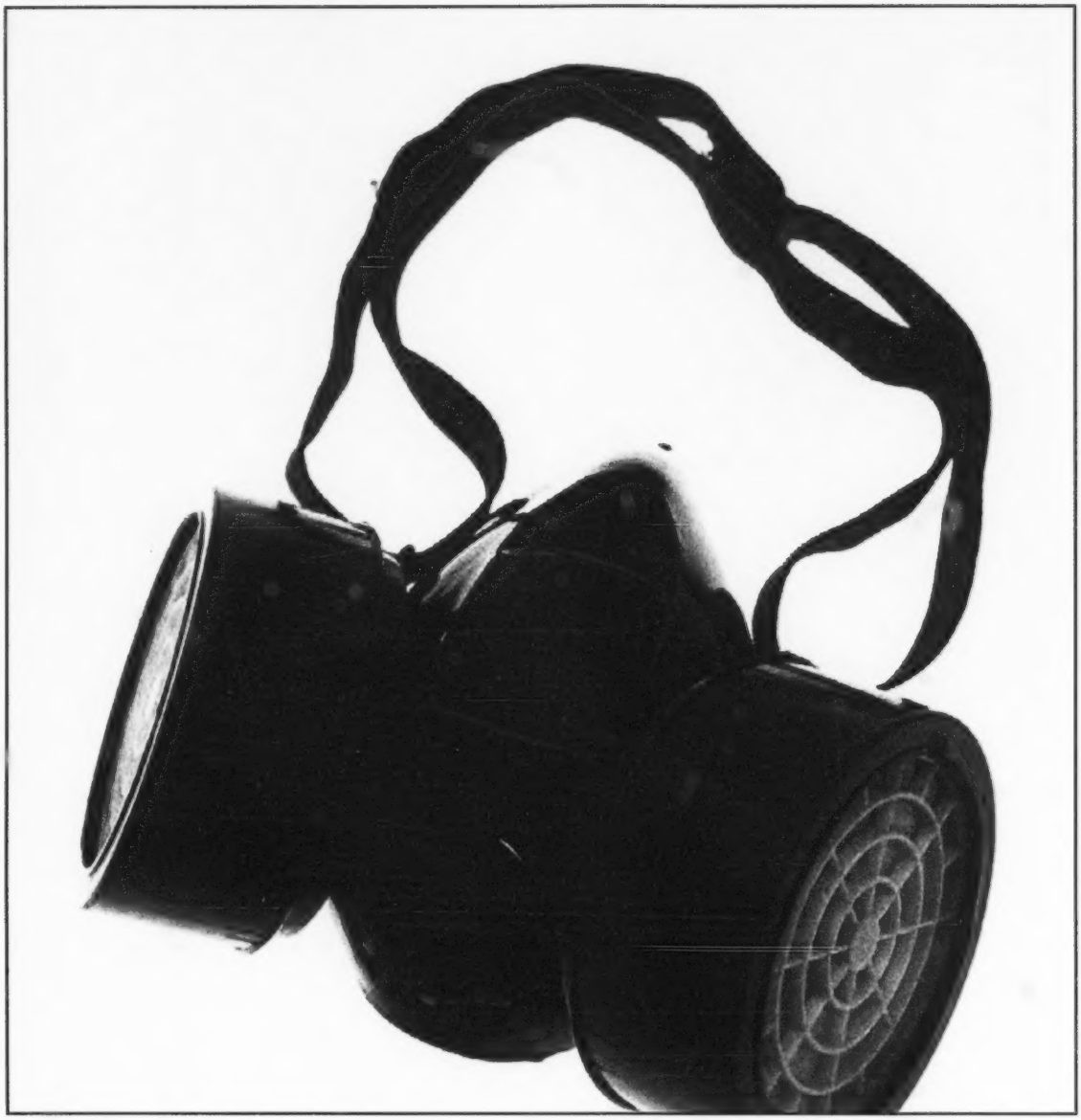
867.669.4418
Mine Safety: 867.669.4412

Claims Services
Northwest Territories:
867.920.3801
Nunavut: 867.979.8511



	DESCRIPTION	EXAMPLES	COMMON USES
AIR-PURIFYING RESPIRATORS (APRs)	Remove airborne contaminants by filtering filtration. Contaminants can include particulates (like dust, fumes and mists) or gases and vapours.	Negative-pressure respirators (mechanical filters and chemical media). Positive-pressure respirators (powered air-purifying respirators). Escape only respirators.	For protection against particulates, gases, and vapours with concentrations that are not immediately dangerous to life and health (IDLH).
SUPPLIED-AIR RESPIRATORS (SARs)	Supply clean air from a compressed air tank or oil-less compressor.	Self-contained breathing apparatus (SCBA), airline supplied-air respirators.	For use in oxygen deficient atmospheres (IDLH), or where the concentration of the contaminants exceeds the protection factor of an APR.

Respirators

Without the proper planning, we could take in more than just a breath.

With the curtain dropping on the snow's annual disappearing act, we are celebrating the end of our winter hibernation, getting outside, and breathing in some fresh air. Normally we breathe without thinking too much about it. It can be a different story at work. Without the proper planning, we could take in more than just a breath.

Respirators are a common piece of personal protective equipment (PPE) worn by workers to keep airborne contaminants out of their respiratory systems and provide them with safe air to breathe. Workers should only wear them when employers cannot eliminate the hazard or control it below harmful levels.

A respirator won't do workers any good if they don't know how to properly use it. Employers that require workers to wear respirators should have a written respirator protection program describing how to select and operate them. All respirators must comply with the Canadian Standards Association (CSA), and as with any PPE, if the worker has to wear it, the employer must provide it. Employers must also make sure workers know how to use and care for them.

Choosing the right respirator for the job

When you select a respirator, it's not like picking out a pair of work gloves. If a worker wears the wrong type of respirator for their work, they can expose themselves to hazards that could cause serious short-term or long-term health problems, or worse. Before selecting the correct respirator for the job, you must make sure you identify the respiratory hazard, evaluate it, and determine if it is possible to engineer a control.

The best person to help you in selecting the correct type of respirator is an experienced safety professional or occupational hygienist familiar with the workplace environment. They evaluate the relevant factors and select the respirator based on this analysis.

Using a Respirator

We know using a hard hat on your feet won't do much to protect your head; the same goes for respirators. To be effective, workers must use them properly. Safe respirator use is a responsibility that workers, supervisors, and employers share. Workers must inspect their respirators before they use them, and properly clean, maintain, and store them. Supervisors and employers must make sure workers use respirators correctly and properly maintain and clean them. Employers must also make sure regular respirator inspections take place.

Proper use includes completing a fit test before a worker uses it. An improperly fitted respirator does not seal properly around a worker's face. This allows contaminated air to leak around the mask and into their lungs. The respirator must fit properly and form an air tight seal with the worker's face. A fit test must take place before the worker uses the respirator on the work site. Fit testing must be done when the employer issues the respirator and then annually, with the employer keeping a written record of the results. Workers must also complete a seal check every time they wear a respirator using either a negative-pressure (breathing in) or positive-pressure (breathing out) seal check.

To properly care for the respirator, follow the manual or instructions the manufacturer provides. Clean it regularly, inspect it for damage, and replace any missing or damaged parts. By making sure workers properly use and care for their respirators, we can all breathe a little easier.

For more information, contact WSCC Prevention Services at 1-800-661-0792 in Yellowknife, or 1-877-404-4407 in Iqaluit. WSCC

Personal Optional Coverage

You try to work safe, to keep you and your co-workers out of danger, but sometimes the unthinkable happens. Sometimes you get injured on the job, and become unable to work and make a living. Fortunately, you can turn to the Workers' Safety and Compensation Commission (WSCC) for support.

Workers' compensation is a form of social insurance for workers. Most workers receive coverage through their employers. If they get hurt at work or become sick because of their work, they are eligible to receive benefits from the WSCC. However, the *Workers' Compensation Act* does not define everyone who works as "workers", and therefore certain groups do not automatically receive protection. These people include:

- executive officers;
- business owners/partners; and
- self-employed persons.

To make sure these people have protection under the *Act*, the WSCC offers Personal Optional Coverage. This optional coverage provides the same level of benefits that other workers automatically receive through their employers. If you, as someone not covered by the *Act*, decide not to buy this coverage, the WSCC cannot give you any support or financial compensation if you get hurt on the job and cannot work.

Susan Abernethy, Manager of WSCC NWT Employer Services, knows how fast workplace injuries can happen and the effects they can have. She stresses how important it is for people not covered by the *Act* to purchase coverage. "It's difficult enough to recover from an injury, but focusing on recovery when you've lost your source of income can be overwhelming. It can create additional hardships, not just for the person that is injured, but for their families and their business operations. Obtaining proper coverage is the responsible thing to do."

Employer Services Assessment Representative, Arlene Talbot, works with northern employers every day. She shares the story of a local business owner who knows first hand the stresses of a workplace injury. "A long-time purchaser of Personal Optional Coverage, our client rests easy at night knowing he made a smart business choice. He got injured

and became unable to work. He said that he would have found himself in a difficult position if it were not for the Personal Optional Coverage he purchased. It made a difficult time more manageable for him and his family. And, it made me feel good knowing that we were able to help."

The cost of Personal Optional Coverage depends on your earnings and your industry classification. The minimum amount you can request is equal to the average for the industry you work in. The maximum amount is set at $75,200 for 2010. If your income is less than the average, you can provide WSCC with documentation to verify your earnings.

Think carefully about your level of coverage. You should request coverage as close as possible to your annual income. The amount of compensation you receive depends on the coverage you request. It is important to make sure you have enough coverage in case you get injured.

The coverage is flexible to meet your needs. You can purchase coverage for time periods ranging from one month to one year, and prorate the cost. If you purchase it for one month, you can apply up to three times per calendar year. You can also renew your coverage annually. Be certain to apply before you start working; you cannot backdate Personal Optional Coverage.

Applying for Personal Optional Coverage is easy. Just follow these two simple steps:

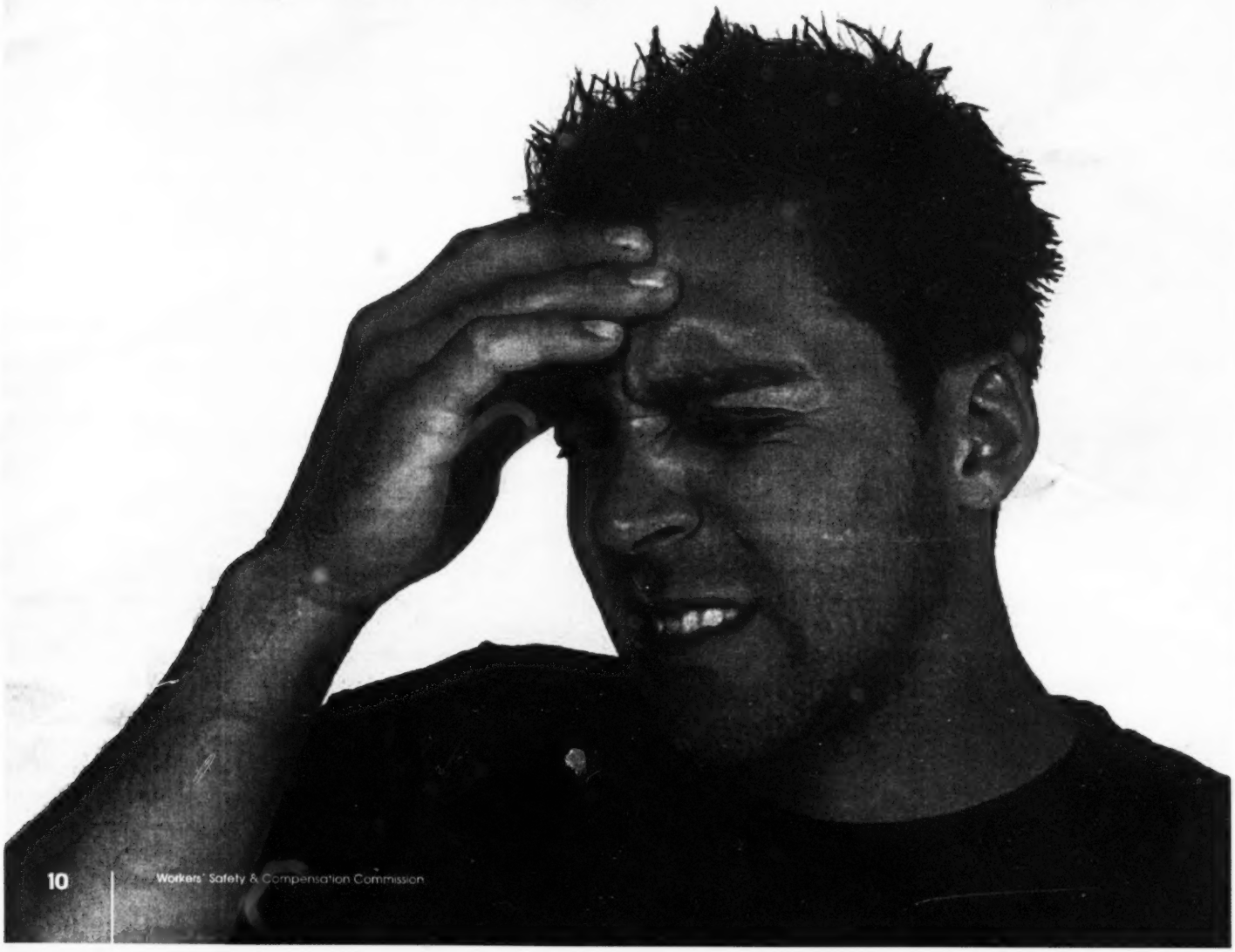
1. **Complete an Application for Personal Optional Coverage form.** Employer Services can provide you with this form, or you can get it from our website (www.wscc.nt.ca / www.wscc.nu.ca); and
2. **Send the completed form back to the WSCC.** Employer Services will review your application and calculate the cost of your coverage.

Personal Optional Coverage is an investment in you, your family, business, and future. People never like to think about injury and hardship, but, like any other form of insurance, it is here when you need it the most.

For more information, contact WSCC Employer Services at 1-800-661-0792 in Yellowknife, or at 1-877-404-4407 in Iqaluit. WSCC

UNDER PRESSURE

How Stress Affects Workplace Safety



Stress is a growing concern in our workplaces. It's universal and can affect everyone. Although some amount of stress is normal, when it occurs in amounts you cannot handle it negatively affects how you think, act and react. This means if your employees feel stressed it can have a huge impact on the safety of your workplace.

Stress and your body

When we feel excited, fearful, threatened, or anxious, our brain tells our body to get ready to meet the challenge. The chemical and hormonal changes that occur tell our body to gear up to either flee from danger, or stay and fight it. We know this healthy reaction as the "flight or fight" response. This response helped our prehistoric ancestors survive. Although the challenges we face today are very different from our ancestors, our bodies still react the same way.

Stress helps us rise up to challenges, but in large amounts it can have serious health consequences – both physically and mentally. When we experience stress for long periods of time our "flight or fight" response turns on, but doesn't get the chance to turn off. Our bodies remain on alert ready to react. This impairs our ability to calm down after a stressful experience.

Stress interferes with brain functioning, because our brain's ability to function is linked directly to our emotional state. When we are in a negative emotional state our brain works less effectively. This should concern you and your employees.

Stress and work

Absenteeism is often a top concern for employers. However, many fail to consider the risks of presenteeism. Presenteeism occurs when an employee comes to work suffering from the cold or flu, chronic medical conditions, stress or burnout. Although you appreciate their good intentions, they are not able to perform at 100%. They may be present in body, but not in mind. This is why presenteeism is one of the leading threats to employee efficiency and workplace safety. According to Desjardins Financial Security's 2008 Survey on Canadian Attitudes Towards Physical and Mental Health at Work and Play, more than eight in ten workers (83%) said they dragged themselves into work feeling exhausted or ill. Think about it, in the past year how many times did you go to work when you weren't feeling 100%?

According to this survey, the main reasons for their presenteeism included:

- looming deadlines (61%);
- preventing workload pile-up (55%);
- not wanting their colleagues to be overloaded (49%);
- concern about missing work being frowned upon (41%); and
- simply not being able to afford the missed income (41%).

Do any of these reasons ring a bell? Regardless of the reason, these statistics are scary. These workplace warriors are part of a vicious cycle, and playing a dangerous game with their health and safety.

What causes stress? It is not usually just one factor, but a series of interrelated things. Just as stress affects each of us differently, our stress triggers also vary. What might be a chore for you may be a breaking point for someone else. The key to

combating stress is to evaluate these triggers or stressors. The Desjardins survey results rank money problems among the top three sources of stress by 43%; followed by health problems (22%) and work pressures (18%).

You may be thinking two out of three sources aren't your problem. But, you would be wrong. Have you ever heard of work-life balance? For most of us, work and life are not separate domains. Work can affect family and vice versa.

These stressors are not isolated. The battle to find work-life balance can be both a result and a cause of stress. The 2006 Human Solutions™ Report: Under Pressure. Implications of Work-Life Balance and Job Stress revealed that a stress-free work environment is rare in Canadian workplaces.

In fact, 77% of workers surveyed reported they experienced stress in their job "always" or "sometimes" over the past 12 months. Work and life pressures cause stress. Meeting deadlines, balancing workload, taking care of your family, and paying bills, it all adds up.

The sum of this equation: stress + work = unsafe workplace.

Stress and safety

Still not convinced? Remember, stress affects our ability to think and act. Here are ways that stress can affect not only your bottom line, but your top priority - safety.

Stress affects our ability to think clearly. It makes it difficult to understand directions and process information. Stress also interferes with our brain's ability to focus, making it difficult to concentrate.

Or in some cases the opposite happens; we become overly focused and develop "tunnel vision". Under these conditions, employees may:

- Act without thinking about the consequences of unsafe actions;
- Ignore safety procedures and proper use of personal protective equipment;
- Focus on their stress rather than the task at hand;
- Jump from one thought or thing to another losing focus on the task at hand; or,
- Tune out sights and sounds that could warn them of potential danger.

Stress also affects us psychologically. It can make us act and feel differently than we normally would, like feeling a lack of control over our circumstances. When reacting to this type of stress we find ways to exert negative control. Under these conditions, employees may:

- Respond like a rebellious teenager;
- Become irritable and emotionally volatile;
- Insist on doing things their way, even if it is unsafe;
- Refuse feedback or coaching that will help them complete a task safely; or,
- Ignore safety protocols in an act of rebellion.

Stress can also cause us to become inflexible and rigid in our response to challenges. We will repeat behaviours, even if they do not work. Because stress interferes with our brain's ability to communicate with our body, our hand-eye coordination diminishes. We can become clumsy and awkward in our movements. Under these conditions, employees may:

- Rush through a task as quickly as possible, increasing the chance of mistakes, safety or otherwise;
- Ignore warning signs that could prevent an injury because they're focused more on completing the task rather than doing it properly;
- Repeat behaviours that cause pain or harm despite the warning signs;
- Begin a task without taking time to seek the information needed to do the job safely; or,
- Move clumsily or bump into things causing an accident or increasing the risk of injury.

What you can do

Helping your employees cope with stress doesn't mean reducing productivity or workload. To help them cope you have to create an organization where employees are motivated and excited about their work. Trust me, it isn't as hard as it may sound.

To start you should assess your workplace. Conduct a survey, or just talk to your employees. What are their needs and concerns?

Based on what you learn, determine what will meet your employees' and business needs. You can introduce work-life balance initiatives like flexible work arrangements, training opportunities, or fitness membership assistance. These initiatives could be part of a complete health and safety program. Or, implement an Employee Assistance Program (EAP). These programs provide employees with counseling and resources to help them solve their stress-related problems. Another added benefit of an EAP is that it sends a strong message that you and your company care about your employees.

The sum of this equation: stress + work = unsafe workplace.

If you choose to implement stress-combating initiatives like work-life balance programs or an EAP, take the time to monitor their success. Gather feedback and make any necessary adjustments.

Remember the importance of open communication. Don't keep your employees in the dark. Explain your performance expectations, share information about upcoming changes, and tell them when they are doing a great job. Empower employees; give them the power and control to make job-related decisions. You can also learn to recognize the symptoms of stress. It's not your job to diagnose your employees. However, you can help your employees by identifying the warning signs, and referring them to a professional.

Research shows that work-life balance policies and practices are good for business. They also have a positive impact on job stress and health-related symptoms. So, don't take this topic lightly. Coping with stress and overall mental health is a growing concern in our workplaces. Stress is a workplace safety hazard. Although it's one you may not be able to eliminate, you can control and reduce the risk it poses to the health and safety of your employees and workplace. Invest in your employees; they are your most valuable asset. Maintenance of a healthy and safe workplace directly translates to your bottom line. WSCC

Listening to You Stakeholder Consultation

Committed to service excellence, we understand the important role open and transparent communication plays in outstanding service delivery.

Your opinion matters. Speaking to you, our stakeholders, is the best way to evaluate our service delivery. We want to know if we provide you with the level of service and quality of care you need and deserve.

We stand by our programs and services, but to grow and improve we need to know what we can do better. In the past, we sought your feedback on our publications, policies, and programs. We will continue with these formal consultation efforts, but will also establish new ways to communicate and seek feedback. A new proactive dialogue starts now.

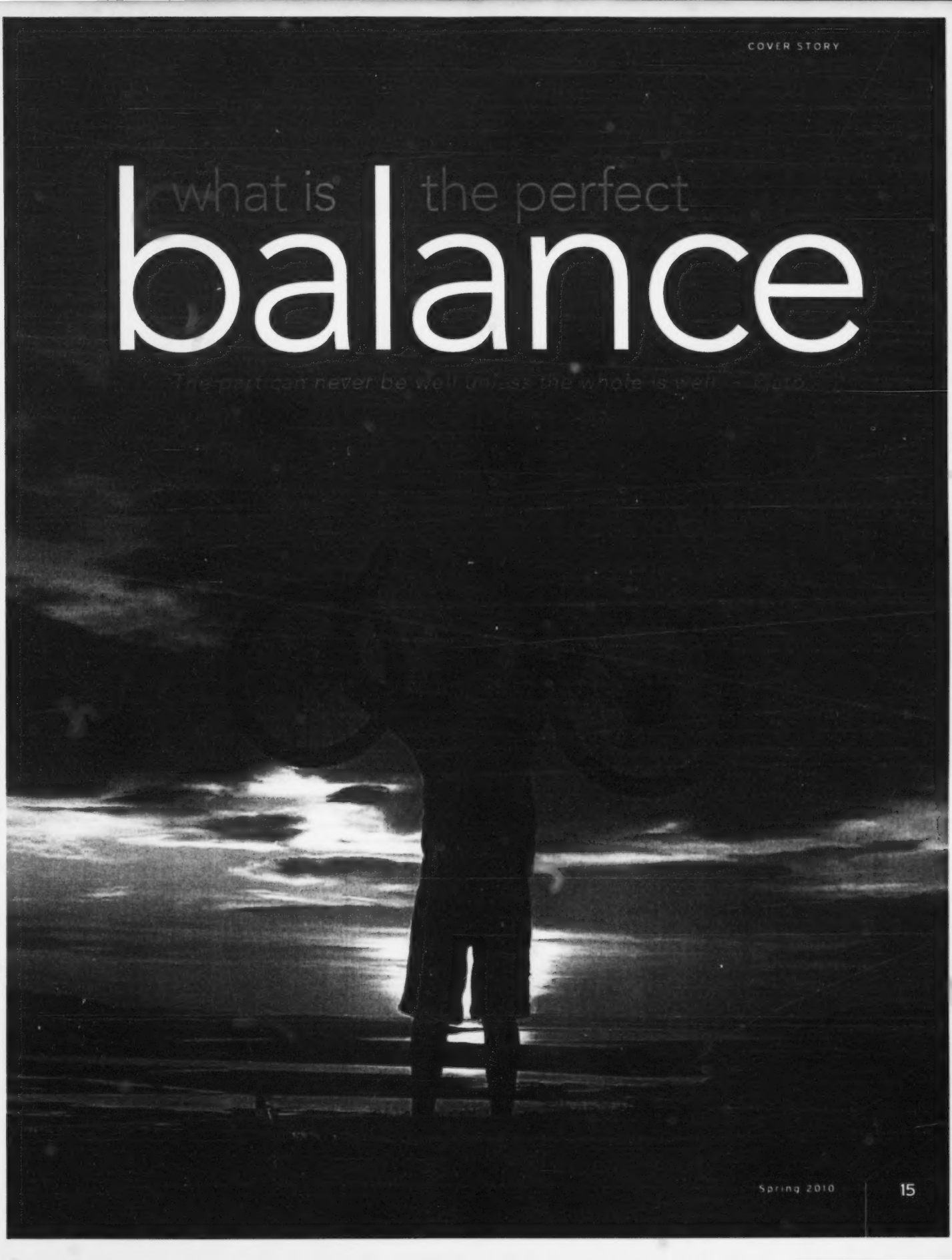
Over the next year, you will see our new communication efforts come to life. We will continuously use your feedback and participation to assess how we work and communicate with you on a daily basis. It will help us, as service providers, better understand your needs and expectations.

We are listening. Please contact us. Let us know what we can do better.

Call 1-800-661-0792.

what is the perfect balance

The part can never be well unless the whole is well. – Plato



Holism. Stress control. Work-life balance. Wellness. These new buzz words target a shift in workplace and employee health for all kinds of workplaces.

What is this new terminology that's becoming mainstream, and why have organizations adopted the ideas behind it?

Holism has its roots in several ancient healing traditions that stress healthy living and being in harmony with nature. Socrates promoted a holistic approach. Plato was another advocate of holism, advising doctors to respect the relationship between mind and body. Hippocrates emphasized the body's ability to heal itself and cautioned doctors not to interfere with that process. So the concept has some great minds behind it.

It was not until 1926, however, that Jan Christiaan Smuts, a prominent South African and British Commonwealth statesman, officially coined the term "holism," which gave rise to the whole body health and medicine now known as holistic medicine or wellness. In the 1970s, holistic became a more common term. Today, holistic medicine and wellness are known as an approach to life and health that brings together the physical, mental, and spiritual aspects of a person in order to create a total sense of well-being.

There are many different holistic and wellness techniques and approaches, depending on the practitioner, the person, and the illness or injury. All, however, stress the use of treatments that encourage the body's natural healing system and take into account the person as a whole. They can involve the use of conventional (like aspirin or physiotherapy) and alternative therapies (like herbal supplements or acupuncture), but focus mostly on lifestyle changes.

In North America, as the pace of business has accelerated and technology has enabled us to work even faster, our lives have become secondary to our work. Employers expect quicker turnarounds, higher quality, and longer hours from employees for the organization to remain competitive.

This is where the work-life balance comes in.

As organizations experience greater absences and decreased productivity from employee injuries and illnesses, holistic and wellness consultant companies are available to provide techniques, programs, training and assessments designed to recover that balance, both for the employer and the employee.

So, what are the benefits?

- Decreased staff absenteeism and sick leave;
- More productivity every day;
- Increased staff satisfaction levels;
- Increased employee morale and workplace performance;
- Reduced stress and anxiety;
- Increased energy and vitality;
- Decreased unproductive time;
- Improved staff health levels;
- Fewer injury claims.

Coca Cola claims its wellness programs save $500 per employee each year. In 2006, IBM began offering $150 cash incentives to employees that participated in its wellness programs. Participation jumped from 10,000 to 100,000. Virgin Life Care Insurance (US) began offering a reduced premium for companies that offer employee wellness programs. As more research is conducted, more organizations realize the value to their business.

"There are so many ways an employer can set up interactive wellness programs to encourage and engage its employees," said Sandi Shannon, Health and Wellness Coordinator for the Workers' Safety and Compensation Commission (NT/NU). "We bring in fitness instructors at lunchtimes, we offer information and education sessions, and we celebrate initiatives like Healthy Workplace Month. These all serve to engage employees and make them aware that we have a wellness program. There are lots of things they can do to participate."

In Canada specifically, the Canadian Healthy Workplace Council and the Graham Lowe Group released a study that found corporate multi-component wellness programs accounted for a significant decrease in sick leave, health plan costs, compensation claims, and disability costs of more than 25%. In the United States, a Harvard study focused on the actual dollar return, and found that every dollar invested in work-life balance programs returns between $3 and $5 on average.

With Canadians spending more than $10 billion a year on private health services, the jury is in. People are looking for relief and management of all the duties and obligations in their lives, and will pay for it. In 2006, the Fraser Institute found that people were spending $5.6 billion on naturopathic services, $2.6 billion on health supplements, and more than $1 billion on personal fitness and spa services.

In the Northwest Territories, Dr. Gerry Barker, DC, of Barker's Chiro and Massage Clinic sees many people that are making sure they have a work-life balance by monitoring their own health. With the different prevention and holistic options available, they are including things like chiropractic into their personal healthcare plans. "We find that our patients accept chiropractic and massage treatment as tools for their whole body health," says Dr. Barker. "They understand that it is not only a short term approach for immediate trauma, but also a long term treatment plan focused on preventing recurrences.

This idea of maintaining health and preventing injury is appealing, because it gives people ownership of their bodies."

Primarily 80% of his patients self refer for treatment that they pay for themselves, which is an accepted investment for holistic treatments. To date, some insurance companies cover alternative treatments, with more all the time. "The territorial government, the mines, and the WSCC cover a number of alternative therapies in their health benefits plans," he said. "This says to me that they not only realize the importance of a holistic approach to health, but that they are making that commitment to their employees."

And Dr. Saeid Mushtagh, ND, of the NW Naturopathic Clinic, concurs with Dr. Barker. "I see healthy people seeking natural remedies, people with emerging issues, and those with existing conditions that want an alternative treatment option," he says. "More organizations are recognizing this, and providing support and coverage. As this continues to grow, the trend of alternative and conventional integrations will become much more mainstream, giving our patients multiple options."

As an example of unchecked systems where the work-life balance is off, the World Economic Forum and the World Health Organization released the Corporate Health and Wellness Program study (2004). This report estimated that China will lose $558 billion, India $237 billion, and Russia $303 billion in national income from 2005 to 2015 due to only three chronic diseases: heart disease, stroke, and diabetes. These are mostly preventable and manageable by lifestyle choices, which include stress management, proper nutrition, and physical activity.

So what are your options to create the best work-life balance?

As a Worker:

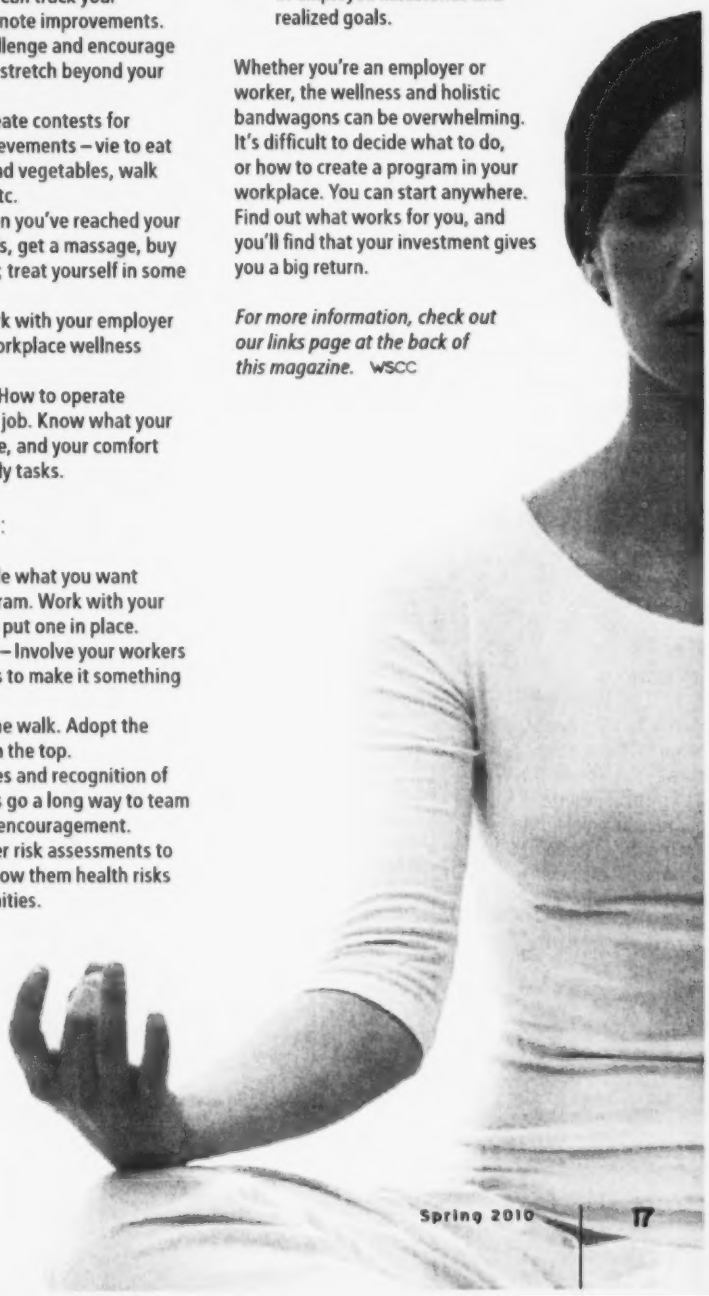
1. Move – Park the car farther away. Take the stairs. Walk around.
2. Stretch – Stop every hour to stand up, touch your toes, and reach your arms out and above. Move your head from side to side.
3. Limit – Try to limit extra work hours. Don't come to work sick, and take your breaks and vacations.
4. Monitor – You can track your progress and note improvements.
5. Support – Challenge and encourage yourselves to stretch beyond your limits.
6. Compete – Create contests for wellness achievements – vie to eat more fruits and vegetables, walk more miles, etc.
7. Reward – When you've reached your wellness goals, get a massage, buy some flowers; treat yourself in some way.
8. Request – Work with your employer to create a workplace wellness program.
9. Understand – How to operate safely in your job. Know what your limitations are, and your comfort level with daily tasks.

As an Employer:

1. Define – Decide what you want for your program. Work with your employees to put one in place.
2. Communicate – Involve your workers in the process to make it something they will use.
3. Lead – Walk the walk. Adopt the program from the top.
4. Reward – Prizes and recognition of achievements go a long way to team building and encouragement.
5. Counsel – Offer risk assessments to workers to show them health risks and opportunities.
6. Offer – Supply healthy foods and snacks if you have vending machines or food facilities.
7. Eliminate – Get rid of smoking areas; instead offer help with smoking cessation programs.
8. Encourage – Ask partners and other businesses to offer corporate wellness programs. Create friendly rivalries between your organizations.
9. Celebrate – Make a big deal out of employee milestones and realized goals.

Whether you're an employer or worker, the wellness and holistic bandwagons can be overwhelming. It's difficult to decide what to do, or how to create a program in your workplace. You can start anywhere. Find out what works for you, and you'll find that your investment gives you a big return.

For more information, check out our links page at the back of this magazine. WSCC



Nail Gun Injuries

Since 2005, the Workers' Safety and Compensation Commission received ten time loss claims and one fatality for nail gun-related injuries.

What harm can a nail gun cause?
Nail gun incidents often involve serious injuries for the injured worker or bystander. Some of the more common injuries from nail guns include:

- puncture wounds;
- eye injuries from flying or falling objects; and
- brain damage.

Punctures carry the risk of severe infection, including an acute inflammation of injured bone. Many eye injuries result in permanent damage. Although physical damage from loose nails striking the head or face may appear small, these injuries can make simple tasks difficult or even impossible for the injured worker.

You can easily prevent nail gun injuries by following simple safety procedures.

PREVENT IT!

Training:

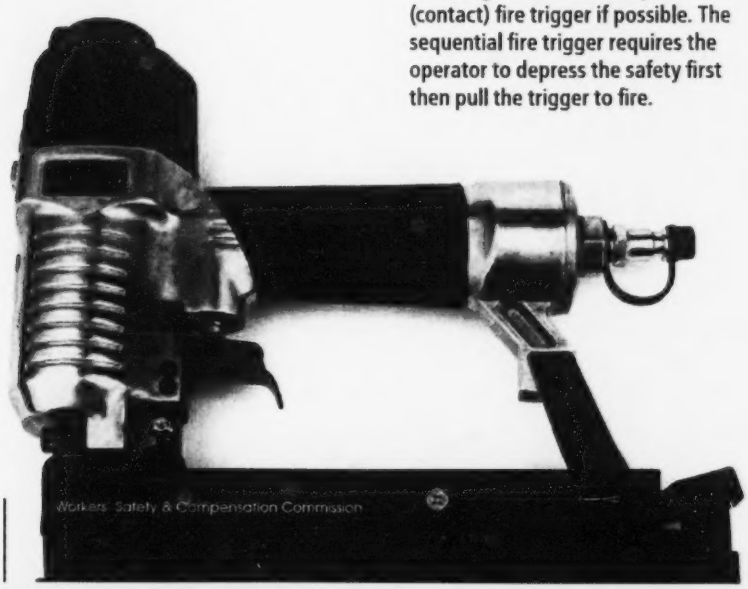
- Get training and hands-on experience before using a nail gun.
- Follow your worksite safety plan for nail guns.
- Study and follow the manufacturer's operating instructions.

Proper Use:

- Inspect the tool and hoses before each use. Only use fasteners recommended by the manufacturer.
- Wear safety glasses with side shields and hearing protection. Consider a face shield, work gloves, hard hat, and steel-toed boots.
- Place warning signs and restrict access to the worksite when using a nail gun. Treat the nail gun like a firearm. Know where you are going to nail before you pull the trigger.
- When trying to accurately place a fastener, be as sure of your target and the backdrop as you would if you were firing a pistol. Use the sequential fire trigger; do not use the nail gun with the bump (contact) fire trigger if possible. The sequential fire trigger requires the operator to depress the safety first then pull the trigger to fire.
- When joining wood, keep your hand at least the length of the fastener you are shooting away from the muzzle at all times when joining wood. Nails have been known to come out the side of wood and in some cases even make a U-turn and come back at the gun.
- Don't bypass or disable safety guards. Never horseplay with a nail gun – do not shoot nails at targets or people.
- Check for correct air supply and pressure before connecting a tool. Never assume the tool is empty or unhooked from the air hose. Check that the tool is correctly and securely connected to the air supply hose, in good working order, and has a fully operating safety mechanism before using it.
- Equip tools with a work-contacting element that limits the contact area to one that is as small as possible. Make sure that the mechanical linkage between the work-contacting element and trigger is enclosed.

Maintenance:

- Maintain the nail gun properly. Regular maintenance and lubrication will reduce the possibility of jams and misfires. Only allow properly trained people to carry out tool maintenance.
- Disconnect the tool from the air supply when not in use and during cleaning or adjustment. Before clearing a blockage, be sure to exhaust all air from the tool. WSCC



Play Hard but Work Safe

It's Summer

After being cooped up all winter, the days are finally warm and the sun is shining. We all like to work, play, and relax outside on a sunny day. The warm rays of the sun feel good on our skin. Can something that feels so good be bad? Yes it can!

The sun, although welcomed, brings hidden dangers. The ultraviolet rays are harmful to our skin. Some workers spend a lot of time exposed to the hot sun. If not properly protected, you could get sunburn or heat stroke.

Symptoms of Sunburn and Heat Stroke to watch out for:

SUNBURN	HEAT STROKE
Pinkness or redness of the skin	Body temperature up to 106 F (41C)
Skin that feels warm or hot to the touch	Hot, red, dry skin
Pain or tenderness	Rapid pulse
Swelling	Rapid, shallow breathing
Small blisters, which may break	Headache
Headaches, fever, and fatigue if sunburn covers a large area	Loss of consciousness

During the hours of 11 a.m. and 4 p.m., the sun's rays are the most dangerous. Do what you can to help protect yourself:

1. Keep covered – wear tightly woven, loose fitting clothing that is comfortable.
2. Wear a hat – make sure the brim or flap covers your ears and the back of your neck. These areas can easily be sun burnt.
3. Stay in the shade – if there are no shaded areas close by, make your own.
4. Use sunscreen – put sunscreen on at least 20 minutes before going outside. Don't forget your lips, nose, and ears – these burn easily. Reapply often, if you get wet or sweat, the sunscreen can come off.
5. Wear sunglasses – choose glasses that fit close to your face or have a wrap around frame that blocks sunlight from all angles.
6. Drink water – avoid dehydration by drinking plenty of water throughout the day.

Remember – protect yourself. It's the best way to make sure you are able to enjoy the sun all summer long! WSCC

EMPLOYER PROFILE

Building on Safety

Most people consider safety an option, probably without even knowing it.

"I should probably wear those kneepads when I go in-line skating... but I can jump on the grass if I need to." Or, "I should probably wear my seatbelt...but I'm just running to the store." Or even, "Maybe I'd better put those safety glasses on...well, I'll just be a minute with the jackhammer." People always negotiate safety boundaries with themselves, even if they should do it by law. Because it seems easier, until something happens.

There is no negotiating with Dowland Contracting. You are safe, or you don't work with them.

Dowland emerged out of Inuvik in the late seventies into a developing north. At that time, there was substantial oil and gas exploration happening throughout the territories, which created a lot of pilot industries, including construction. Its first project in 1982, a water treatment plant in Tuktoyaktuk, set them on the path to working in one of the most challenging areas in the world; the Canadian Arctic. Since that time, they have expanded their operations across the Northwest Territories, into the Yukon, Alaska, and Alberta.

From general contracting to design-build jobs, Dowland produces a wide range of construction projects. With practiced construction project managers and experience with industrial and utility infrastructure, its building and excavation projects have positioned it as the contractor of choice for the North's climate and remote locations.

While working in the North's climate and remote locations, the company always ensured its focus on safety is top of mind. "With the kind of work we do, we must have safe working environments," says Patrick McGuiness, CFO of Dowland. "There are so many things that can go wrong, we make sure our employees are completely trained in safety practices, our equipment is well maintained and in proper working order, and our work sites are well managed."

McGuiness truly believes in and promotes an inclusive safety culture at Dowland. It takes commitment to be consistently safe, but this is an important part of their company goals.

With a formal safety manual since 1995, it gets current updates to include new regulations, legislation, and the evolution of their own safety standards. It includes health and safety policies, ethics, accountability, refusal to accept unsafe work, risk management strategy, substance abuse, personal protective equipment (PPE), road safety, waste and recycling, etc; the manual includes every aspect of their operations. "We have to make sure we're covering our bases," says McGuiness. "And that we strive for continuous improvement."

All employees are active participants in Dowland's safety program.

Construction of a new school in Inuvik, Northwest Territories.

Initial safety orientation provides an overview of the program requirements. This includes worker roles and responsibilities in such areas as regulatory requirements, PPE, fall protection, safety meetings, hazard assessment, equipment maintenance, emergency response, and the Workplace Hazardous Materials Information System (WHMIS) training.

Specialized training is also provided as required in Transportation of Dangerous Goods (TDG), Confined Space Entry, Leadership for Safety Excellence, and Supervisor Training in Incident Reduction Techniques, to name a few. This process ensures employees understand and acknowledge the safety standards and procedures set not just by the company, but those that are mandatory by workplace safety regulations.

On all of their jobsites, Dowland has hazard identification and control procedures in place, regular informal and formal inspections, and weekly safety meetings. The Occupational Health and Safety Committee (OHSC) conducts quarterly reviews of the safety program. The OHSC members represent a cross section of Dowland workers, including executive management.

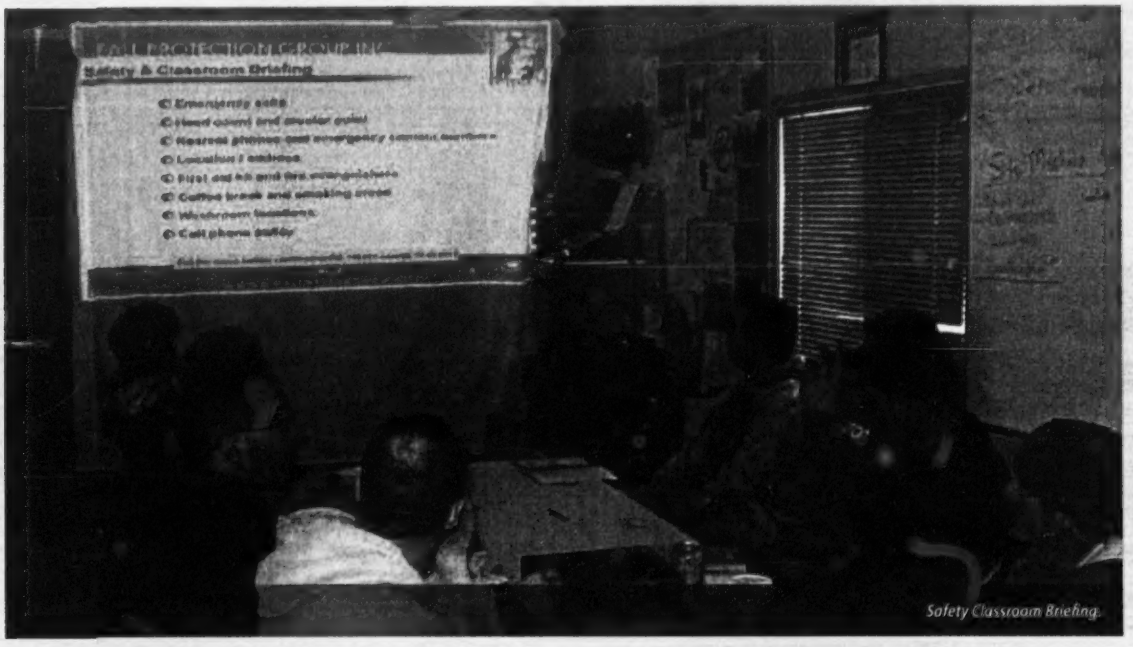
> Dowland is committed to uphold the highest standards in health and safety for all employees

Dowland is committed to uphold the highest standards in health and safety for all employees, whether they are employed directly by the company or as a contractor. All contractors on Dowland sites must comply with all occupational health and safety legislation and perform their work according to industry best practices.

Each morning, at all sites, Dowland workers and their contractors attend Tailboard meetings. They discuss safety issues, the work for that day, and identify potential hazards and how they will eliminate or control them.

"We believe safety is everyone's responsibility and is part of the job," states Jo-Ann Merkel, Dowland's Health and Safety Specialist. "When we hire someone new, whether it's an individual or a contractor, we want to make sure they understand that safety is one of our highest priorities."

Dowland's training and education are important parts of their safety program. Working out of Inuvik, their Site Safety Coordinator travels to Dowland's sites to provide safety training in areas like mobile equipment operation and End-user Fall Protection. Dowland's management believes training contributes to improved worker safety, higher morale, and increased productivity.



Safety Classroom Briefing

These solid safety initiatives have reaped the company some great rewards.

They hold a Certificate of Recognition (COR) in Alberta, the Yukon, and the equivalent in Alaska, aiming for the NWT COR this year. The Northern Construction Safety Association (NCSA) issues CORs to employers with a successfully implemented workplace health and safety management system. To qualify for the COR, they must have a company policy and management commitment to health and safety, identified worker qualifications, and orientation and training. They must incorporate inspections, hazard identification and control, emergency response, and incident investigation into their operations. This past July they received a 94% on their three-year COR renewal with Alberta.

At the Workers' Safety and Compensation Commission (WSCC), Dowland is one of the stars of safety. In 2007 and 2008, they received a Safe Advantage refund from the WSCC, for having lower than expected claims experience as well as a 100% rating on their Safe Advantage Management Practices Questionnaire. The questionnaire focuses on an employer's return to work and prevention initiatives, as well as their overall commitment to workplace safety. "Dowland is the kind of company we like to work with," says Judy Kainz, WSCC Chief Safety Officer. "Their strong safety culture is as important to them as the work they do."

In 2007 and 2008, they received a Safe Advantage refund from the WSCC, for having lower than expected claims experience...

Dowland is obviously committed to a high standard of safety and continues to develop the tools, resources, and equipment to construct solid safety practices at all of their job sites. This is something anyone can do. If you want to learn how to create a successful safety program at your company, there are resources out there for you. The bottom line: if you walk the (safety) walk, then your work, your workers, and your workplace will follow your lead.

For more information on safety programs, contact WSCC Prevention Services at 1-800-661-0792 in Yellowknife, or 1-877-404-4407 in Iqaluit. WSCC

Water Safety

Every summer we wait for our beautiful lakes and rivers to thaw so we can enjoy all they have to offer. At work or at play, we enjoy our pristine blue waters that seem to sparkle in the sun. They contribute to our northern livelihoods and add a little fun in the sun.

Even though playtime in the water is F-U-N, water safety in the North is serious business.

Did you know drowning represents a shockingly high number of deaths in the Northwest Territories and Nunavut? Here's what you can do to practice water safety in your workplace:

1. Assess the hazard. Perform a visual inspection of your workplace and the surrounding area and evaluate working conditions.

2. Control the hazard and mitigate the risks. Whether you're working on or near water, keep your workspace free of slipping and tripping hazards. Have the proper procedures in place to ensure your employees can check-in or call for help. Provide employees with the proper personal protective (PPE) equipment:
   - Non-slip footwear
   - Fall protection (if working on bridges or over the sides of vessels)
   - Personal Flotation Device (PFD) or lifejacket

3. Educate and train your employees. If they work on or near water and are at risk of drowning, the Northwest Territories and Nunavut Safety Regulations, and Mine Health and Safety Regulations require you to provide a flotation device and/or develop a safety procedure to address this hazard. Share this safety information with your employees and ensure they know their safety responsibilities. WSCC

What's the difference between a PFD and lifejacket?

PFD (Personal Floatation Device)

- Designed for comfortable and constant wear.
- Less bulky and buoyant than a lifejacket.
- May not turn you over on your back and keep your head above water.
- Not approved for all vessels, only for use on pleasure crafts or around the water.

Lifejacket

- Will turn you on your back and keep your face out of the water, even when unconscious.
- Approved for all vessels.
- Canadian approved lifejackets must be red, orange, or yellow.

on the road

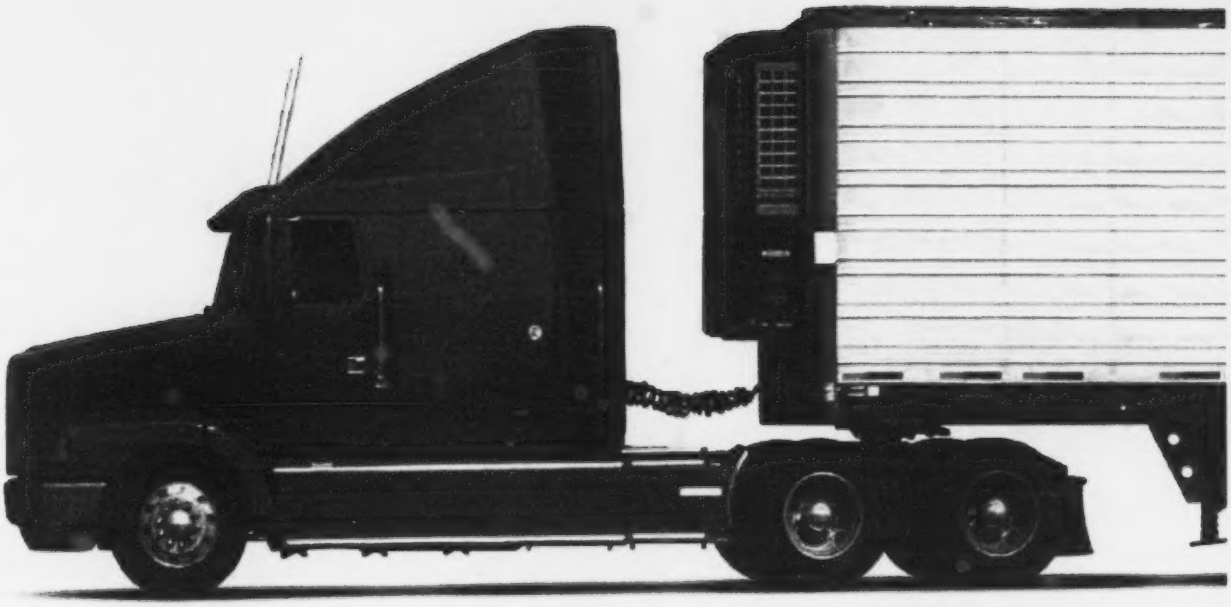
VEHICLE SAFETY PROGRAMS

Fumbling out of bed and rushing off to the office for 8:30 am, squeezing into an itty-bitty cubicle space, sitting in front of a computer yearning for a fifteen-minute coffee break, and pushing paper while trying to avoid paper cuts until 5:00 pm. Sound familiar? Don't knock it, right? That routine brings home the bacon for many people every day. But, there are some of us whose work day is a little less typical.

Imagine instead getting up at the crack of dawn and firing up a gigantic construction vehicle, securing the load on a truck before you head out for a long haul down the highway, or driving across town making deliveries. As the song goes, "get your motor running, head out on the highway, looking for adventure, and whatever comes our way . . ." What comes our way is a special set of workplace safety concerns and considerations for those of us whose vehicle is our workplace.

Many employers are proactive, and formal organizational-wide vehicle safety programs are becoming commonplace. Employers realize that safe practices do not only apply to workers who spend most of their time within the company's four walls. Safety has to be a priority for every employee.

You don't have to look far to see examples of workers whose primary workplace is a vehicle: courier and delivery drivers, short and long-haul truckers, and territorial and municipal workers are just a few. A quick glance out the window reveals even more; taxi drivers, enforcement officials, the list goes on.



What are northern companies, across multiple industries, doing to promote vehicle safety? The answer: vehicle safety programs. Vehicle safety programs can vary in sophistication, based on employer need and their stage of implementation. Some programs start out small, with the requirement of a simple driver abstract or driving test, and then expand with the number of employees, the size of the fleet, or as issues and opportunities present themselves.

The Government of the Northwest Territories, Department of Transportation (DOT), uses a comprehensive vehicle safety program. While it extends beyond the scope of what many employers would require, their experiences can serve to teach and motivate those of us who are still debating the merits of a similar program.

In the early 1990s, the DOT team brought in the expertise of an external consultant to help draft their Safe Driving Program. Their program receives top-down, organizational-wide support. They recognize how essential safe driving practices are for the betterment of both their employees and their fleet.

Following a formal policy, signed by the Deputy Minister, their program applies to every DOT employee. It contains a series of clearly defined objectives, and states the responsibilities that fall upon both the employer and the employees. Its components include:

- an employee orientation;
- minimum skill levels that employees must maintain;
- corrective actions taken when standards are not met; and
- fuel conservation and proper vehicle care actions.

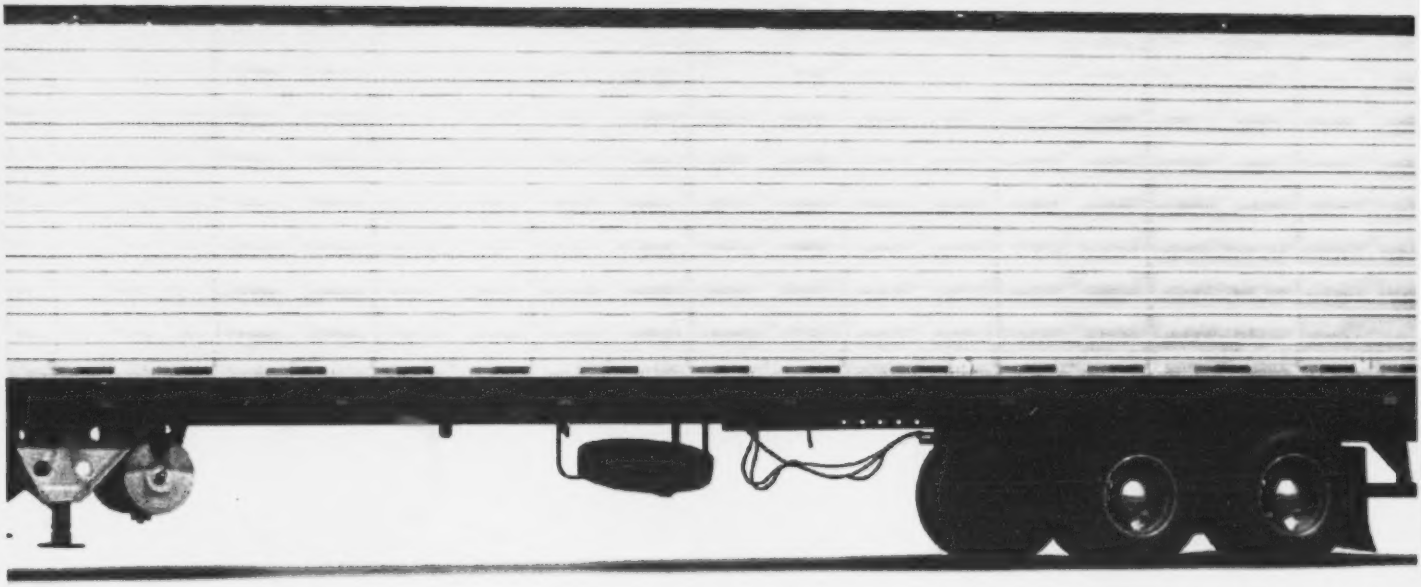
DOT Program Coordinator, Karen Decker-Brien, says creating a safe driving program was a responsible decision, and a logical solution to address the problem of increased incidents within the department. She explains that their program does not just tell employees to go out and drive safe, it provides them with a body of knowledge that they can apply.

DOT's program, as with all good programs, is flexible. Not all employees require the same level of training. The type and intensity depends on things like the amount of time employees spend in their vehicles. Supervisors may require a higher degree of training.

"Having a safe driving program is not only the responsible thing to do, it makes good business sense. A reduction in vehicle related incidents directly translates into departmental savings," says Decker-Brien.

Decker-Brien reminds employers that hiring a contractor to help them create a vehicle safety program is not enough. "It takes time and effort to implement and maintain a program. Senior managers must lead by example, note offences, and take corrective action when needed. Safety programs need to get integrated into a company's culture."

DOT employees agree. Curtis Mercredi, Yellowknife Airport Supervisor, Surface Structures, has worked for the department since before they adopted



their safety program. He says his work is safer now. "The program is definitely an asset. One of the most crucial things I learned is the importance of concentrating on everything that is going on – what I am doing, what is going on in my vehicle, and what is going on in my surroundings. I even learned how to properly enter a ditch when trying to avoid a collision. These are skills that I can use on and off the job, and make me a safer and more aware driver."

Mercredi's advice for workers facing the implementation of a safe driving program in their workplace: "Embrace it; don't resist change. Everyone will benefit."

The DOT's program, while extensive and visible, is only one of the many northern examples of successful vehicle safety programs and practices.

Some organizations tailor their safety procedures to meet both their needs, and the requirements of their clients. RTL-Robinson Enterprises is one such example. While they have their own program in place, they also have external programs they must comply with. For example, the drivers going to the Diavik Diamond Mine site must follow the mine's vehicle safety procedures in addition to those RTL already has in place.

RTL's program contains fundamental elements that other northern companies can implement. Their program includes a new employee orientation, a theory and road test, and annual retesting. Employees know the rules, and the consequences of not following them.

Mike Suchlandt, RTL Safety Manager, believes in vehicle safety programs. "Employees receive the knowledge and tools to do their jobs properly and safely, which ultimately results in injury prevention." Suchlandt finds that his employees embrace their workplace vehicle safety program, especially when program merits are explained to them. "We ensure that all our employees understand the risks associated with each task they perform and how to work safely and avoid an incident. Proper safety training and a positive attitude towards safety can save lives."

Suchlandt stresses that there are no legitimate excuses for organizations not to implement a vehicle safety program. "It is very easy to get access to existing courses. There are many quality training materials out there that are available for reasonable prices."

It is not only big organizations with a large fleet of vehicles that need to be mindful of, and reward, safe driving practices. Even small organizations with only a couple vehicles on the road should still employ formalized vehicle safety.

Vehicle safety programs pay dividends. At the end of the day, both employers and employees can feel confident that they have the tools to do their jobs safely, with reduced risk of incident, and can tackle whatever comes their way.

For more information on safety programs, contact WSCC Prevention Services at 1-800-661-0792 in Yellowknife, or 1-877-404-4407 in Iqaluit. WSCC

accessing information

Last Thursday, James, one of your mechanics, called the office to say that he would be off work for awhile. He said that the day before, after everyone left for the day, he stayed behind to finish some work in the garage. He said he slipped and fell, twisting his ankle and injuring his right wrist as he put his hands out to break his fall. He was unsure how long he would be off work.

You fill out the WSCC Claim: Employer's Report of Injury form and fax it in to the Worker's Safety and Compensation Commission (WSCC). You have sent reports like this before, as it is the law. A few days later, the WSCC calls you to get some extra information about James' wages and work schedule.

This morning you gave Allan, the janitor, a ride in to work. On the drive, he tells you that everybody knows James did not fall down at work. The rumour is he fell outside a bar downtown. He was hurt when he fell. You spoke to a few people and now you think James lied to you and the WSCC.

You receive a decision letter from the WSCC saying that they accepted James' claim. Two weeks have passed since you spoke to James. You call the WSCC and tell them what you heard. The WSCC conducts an investigation but cannot find any evidence to confirm the rumour.

You want to appeal the WSCC's decision to accept James' claim. You want all the information on his file, including his medical information to prepare your case for the review hearing. You send a written request for James' file to the WSCC but you get some documents that have pages blacked out and you can't read them. You think the WSCC is holding back information and that they should just send you a full copy of James' claim file.

When the WSCC processes claims, it receives information from employers, workers, and health care providers. As a public body, the law requires it to protect worker privacy, under the Access to Information and Protection of Privacy Act, which is commonly referred to as ATIPP. This means that the WSCC may not be able to provide an employer with every detail of their worker's claim file, especially in the case of medical notes.

Sometimes during an examination, a doctor may make notes about other medical conditions not related to the worker's current injury. The injury could be a cut to the hand, but the doctor could make other notes about diabetes, high blood pressure and the worker's family medical history. The doctor may include these notes on the report they send to the WSCC. The WSCC can only give employers information that relates to the worker's present injury. Before it sends the documents to you, the WSCC removes any personal information, other than what relates to the injury that occurred in your workplace. It does this to protect the worker's privacy.

With few exceptions, a person can request access to any information relating to them under the control of a public body, including their personal information. The person making the request also has a right to request corrections to their personal information. Public bodies like the WSCC cannot collect or disclose personal information unless the law or the owner of the information authorizes it. All personal information the WSCC discloses is subject to ATIPP. In James' case, the WSCC gave his employer a copy of all information it used to make its decision, including a summary of his medical information. It protects the privacy of workers while giving employers the information they need.

For more information on ATIPP, visit the Government of the Northwest Territories Department of Justice website www.justice.gov.nt.ca, or the Government of Nunavut's Department of Executive and Intergovernmental Affairs website www.gov.nu.ca/eia/atip. WSCC

Here's how the access to information process works:

WORKER WANTS THEIR CLAIM FILE:

- Worker sends written request to the WSCC.
- WSCC gives the worker, or their authorized representative, a copy of the complete file.

EMPLOYER WANTS WORKER'S FILE TO REVIEW/APPEAL:

- Employer sends a written request identifying specific issues they wish to review/appeal.
- WSCC provides non-medical information on the specific injury.
- WSCC's Medical Advisor includes a summary of medical information related to the specific injury in the documents it gives the employer.

EMPLOYER WANTS WORKER'S MEDICAL INFORMATION:

- Employer sends a written request to WSCC.
- WSCC notifies worker of the request (worker has 30 days to object to the WSCC sharing their information).
- WSCC decides to either:
  - Grant access;
  - Deny access;
  - Grant restricted access; or
  - Provide a medical summary.

It considers the worker's response when making its decision.

Bucking the Trend:

Taking on Non-Traditional Roles

Long gone are the days of men dominating the physically demanding industries. The blue collar is changing: women and other under-represented workers are bucking the trend and moving in.

The amount of women working in non-traditional industries remains somewhat small, but the numbers are increasing. According to census statistics there was an impressive 87% increase in the amount of women working in the trades and related occupations between 2001 and 2006.

Women, Aboriginal people, and English as Second Language residents are training for and entering the physically demanding workplaces synonymous with the North: mining, exploration, and harsh weather construction.

As they take on these roles, employers must pay attention to some very basic considerations, including the need for specialized equipment and knowledge.

Three important areas of note include:

- proper fitting personal protective equipment (PPE);
- language barriers; and
- awareness and understanding of cultural norms.

According to Cara Benoit, Workers' Safety and Compensation Commission (WSCC) Industrial Hygienist, men's requirements tend to drive the design of PPE: the size of hearing protection devices, the width of safety boots, and the fit of items like overalls. When purchasing PPE, employers must consider some of the physical differences between their workers – equipment must match the person wearing it. Poorly fitting PPE not only fails to protect workers from the original hazard, it also presents a new safety hazard.

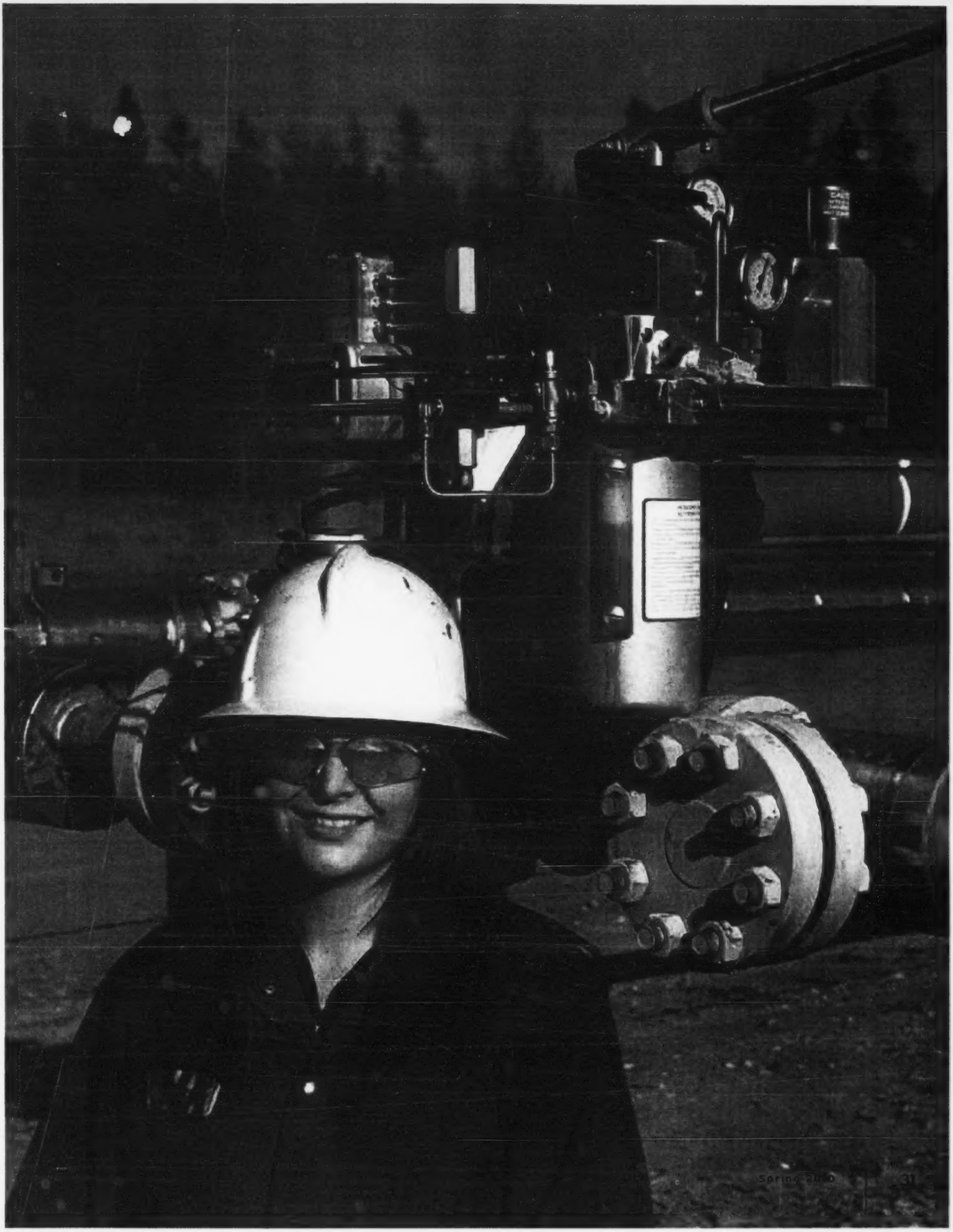
Language barriers also raise safety concerns. Many similarly written and spoken English words have very different meanings. Hilary Jones, General Manager of the Mine Training Society of the Northwest Territories, points out that some employers in the mining sector are addressing this by using symbols and graphics to explain worksite messages. This increases worker understanding of important safety instructions.

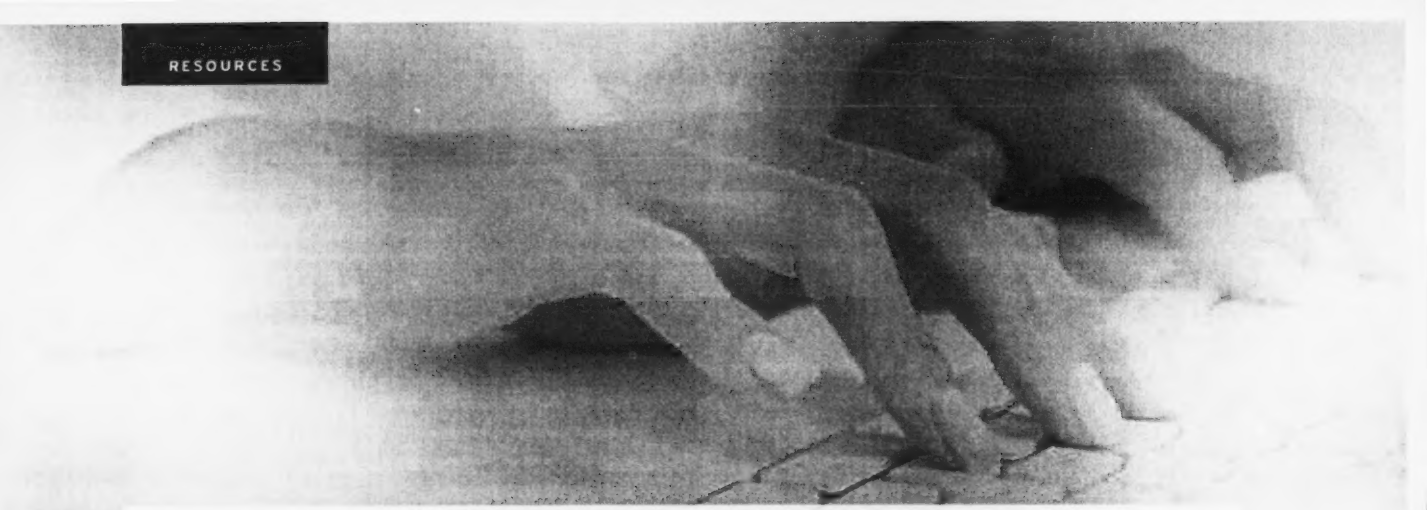
"Culture drives communication," says Jones. Employers of a culturally diverse workforce must identify champions who can teach them the working and social cultures of various groups.

A misunderstanding of subtle body language can potentially create an unsafe situation. "A safety hazard can exist any time a lack of communication happens. It is important to understand this can exist."

New faces are welcome additions to old industries. They introduce a range of fresh experiences and talents. The new theories, skills, and opportunities that come with them help to breathe fresh air into established industries. With everyone working together towards safe work practices, non-traditional workplaces can remain safe for everyone.

For more information on workplace safety and personal protective equipment, contact WSCC Prevention Services at 1-800-661-0792 in Yellowknife or 1-877-404-4407 in Iqaluit. WSCC





RESOURCES

Websites to help you get the information you need.

Partners in Safety

- Canadian Centre for Occupational Health and Safety
  www.ccohs.ca
- Canadian Standards Association
  www.csa.ca
- Canadian Society of Safety Engineering
  www.csse.org
- Northern Territories Federation of Labour
  www.ntfl.yk.com
- Northern Construction Safety Association
  www.ncsa-nt.ca
- St. John Ambulance Canada
  www.sja.ca

Workers' Compensation

- Workers' Safety and Compensation Commission of the Northwest Territories and Nunavut
  www.wscc.nt.ca
  www.wscc.nu.ca
- Workers' Advisor Office: Northwest Territories and Nunavut
  www.waonorth.ca
- Association of Workers' Compensation Boards of Canada
  www.awcbc.org

Article Resources

Holistic Medicine

- **www.hearthealth.on.ca**
- **www.benefitscanada.com**
  (Benefits Trends: An Important Engagement)
- **www.chmonline.ca** (Wellness Works)
- **www.charityvillage.com** (A new HR perspective: Well-being for Canadian workers)
- **www.labour.gc.ca**
  (Voices of Canadians: Seeking Work-Life Balance)
- **www.phac-aspc.gc.ca/alw-vat/index-eng.php**
  (A Business Case for Active Living in the Workplace)

Respirators

- **www.worksafebc.com** (Breathe Safer: How to use respirators safetly and start a respirator program)
- **www.ccohs.ca** (OSH Answers: Respirator Selection)

Under Pressure: How Stress Affects Workplace Safety

- **www.cmha.ca**
- **www.mentalhealthworks.ca**
- **www.hrsdc.gc.ca**